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O F F I C E O F T R A I N I N G

DELEGATIONS AND RESPONSIBILITIES

1. General:

a. Under the proposed concept of operation for the recently approved OTR organizational and functional structure, it is mandatory that the officer in charge of each group, section, branch, school and staff assume responsibility for the operation and performance of the component under his direction, for the actions of himself and his subordinates, and for all incidental coordination and correlation with other OTR elements or Agency components. The element having primary interest in any matter, operation or action shall assume the action responsibility in such instance.

b. In order to obtain the maximum benefits from the command possibilities provided in the new structure, it is necessary that action authority in routine and recurring matters be delegated to supervisory personnel at all levels in proportion to the functional responsibilities assigned to such supervisors. This will be done by delegations of action authority to the Chiefs of the major elements in the "secondary level of command" (namely, the Chiefs of the four Schools and the Chief of the Support Staff) and to the Chiefs of the Assessment and Evaluation Staff and the Plans and Policy Staff, with authority for redelegation to their subordinate supervisors to the maximum extent feasible. It is emphasized that such delegation or redelegation does not relieve the primary and secondary levels of command from responsibility for the actions and performance of their subordinate elements. It is a method for decentralizing action responsibility, for simplifying the processing of routine activities, and for expediting actions. Secondarily, it is a means by which weaknesses in the supervisory group may be identified and corrected.

c. Conversely, action authority on certain staff level and policy matters must remain with the DTR. It is necessary, therefore, to define, as clearly as possible, the situations and subjects which shall be referred to the Director for action.

d. It is essential to the satisfactory operation of the new organization, particularly in view of the decentralized action authority proposed herein, that all directives be passed downward through prescribed command channels and, conversely, that all response to such directives, including routine matters as well as normal processing actions, come upward through such channels. Only by a strict observance of this principle may supervisory personnel (1) be alerted to the existence of the directive, (2) exercise appropriate action authority, and (3) perform any incidental coordination with other elements having an interest in the matter.

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e. Because of the increasing scope and complexity of the training mission, it is imperative that the DTR be relieved from unnecessary contacts with operating personnel below the secondary level and from responsibility for personal attention to routine and recurring details, in order to make time available for important staff level considerations.

f. It is not intended that this directive shall operate to deny any individual an interview with the DTR, provided the subject is of significant interest to the DTR or the individual and concerns a matter not subject to resolution at a lower supervisory level. In making appointments, the subject of the interview should be stated. Chiefs in the secondary level of command, and the Chiefs of the Assessment and Evaluation and Plans and Policy Staffs, may freely contact the DTR on matters of major concern. Faculty chiefs, branch and section chiefs, and their subordinate personnel are expected to process normal operational matters, and incidental problems, through channels, thus permitting resolution at the appropriate supervisory levels.

2. Delegations of Authority.

a. Action authorities fall into three general categories, (1) those which must be retained by DTR, (2) those which may be delegated to the secondary level of command, and (3) those which may not be redelegated to lower echelons. It is expected that delegated authority will be redelegated to lower supervisory levels to the maximum extent feasible and in proportion to the functional responsibilities of the subordinate elements, unless such redelegation is specifically prohibited.

b. It is neither expedient nor practical to relate delegations of action authority to each specific activity, document or operation appearing in all of the elements of the OTR organization. Such detail would not be feasible. Hence, delegations are expressed in terms of the general types of activity on which final action authority is being delegated. It is expected that delegations will be interpreted liberally and that the Chiefs in the secondary command level will assume the maximum authority not in conflict with the authority specifically retained by DTR.

c. It is realized that a trial period will be required to accomplish a uniform application of action authorities in all of the major elements. During this period, the Chiefs of the major elements will make use of lateral coordination channels, the interpretations of the OTR Executive Officer, and the regular Staff Meetings, as media for accomplishing the intent of this directive. During this period, it will be the responsibility of the Chief of any major element having primary responsibility for any action, operation, document, etc., the processing of which is changed by this directive, to assure that adequate coordination exists with any other OTR element having a part in the processing, in order that procedures may be adjusted uniformly and concurrently in all elements.

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d. Final action authority is to be retained by DTR, or is delegated to the Chiefs of the major OTR elements, in connection with the general type of actions or particular level of importance of the activities listed below. Delegations will be exercised by the official indicated or by any person officially occupying his position.

(1) The Director of Training.

The Director of Training retains final action authority in the following situations:

- (a) Matters concerning OTR policy; any violations, infringements or changes thereto; and all contacts with Chiefs of major Agency components and higher authority concerning such policy.
- (b) Instances involving major criticism of OTR, or which might result in a serious reflection against the Agency.
- (c) Situations wherein an actual or potential threat to the security, safety or cover of OTR activities or personnel appears to be of more than routine significance.
- (d) Major budgetary, organizational or staffing problems or changes, including personnel actions involving GS-12 category and above.
- (e) Actions tending to increase or decrease the scope of OTR activities.
- (f) Communications with Agency components or outside organizations concerning any of the above situations.
- (g) Major instances of failure or unsatisfactory performance on the part of OTR elements or personnel.
- (h) Issuance of OTR regulatory matter, and concurrence action on proposed Agency regulations involving matters having an important affect on Office of Training activities.
- (i) Issuance of any directives to OTR elements required to implement approved recommendations of the Assessment and Evaluation Staff or the Plans and Policy Staff.
- (j) Official travel by OTR personnel and OTR financed travel by other personnel to overseas destinations, or any domestic travel in excess of 30 days duration, excluding domestic travel by bona fide students.
- (k) Resolution of any routine matter on which the secondary command level has been unable to reach a decision.

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(2) The Chiefs of Schools.

Chiefs of Schools are delegated final action authority in the processing and resolution of routine or recurring actions pertinent to the functional characteristics of their particular elements, including but not limited to the following general situations and operations not otherwise reserved for action by the DTR:

(a) Matters of internal administration of the element and its sub-elements under the direction of each particular Chief as reflected on the current organization chart of OTR and within the limitations of its approved functions, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, etc.

(b) Conduct of courses in accordance with approved schedules; selection and assignment of instructors; arrangements for classroom, office space and training aids; satisfactory performance of the training mission in accordance with pre-determined standards; required coordination with other training and support elements to assure adequate and timely performance; obtaining and adapting substantive training materials; and the submission of required reports and documents pertinent to courses and students.

(c) Planning and accomplishment of training projects and activities assigned to the School and being performed in accordance with DTR approved plans and within the limitations of pertinent authorities, regulations and controls.

(d) Preparation of budgetary calculations and supporting documents and for compliance with funds limitations and personnel strength controls imposed by the DTR.

(e) Operation of coordination and liaison channels with other OTR elements and Agency components in connection with the foregoing.

(f) Sign-off for OTR on correspondence in matters of routine and recurring nature related to the foregoing - see paragraph below titled, Correspondence. No part of this authority may be redelegated to lower echelons.

(3) The Chief, Support Staff:

The Chief of the Support Staff is delegated final action authority in the processing and resolution of routine or recurring actions pertinent to the functional characteristics of the Support Staff, including but not limited to the following general situations and operations not otherwise reserved for action by the DTR:

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(a) Matters of internal administration of the elements and sub-elements of the Support Staff as reflected on the current organization chart of OTR and within the limitations of its approved functions, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, etc.

(b) Activities incidental to the routine administrative and support responsibilities of this element and in the performance of required liaison and coordination with other OTR elements and Agency components.

(c) Preparation of budgets and supporting documents, as required, and all compliance with funds limitations and personnel controls imposed by the DTR.

(d) Coordination of those activities of the Staff for which other Agency components have primary interest.

(e) Resolution (as OTR Executive Officer) of questions concerning the interpretation of this directive and its application to specific situations in the other major elements of OTR. No part of this authority may be redelegated.

(f) Sign for the Office of Training all correspondence or documents concerning routine or recurring matters within the scope of Staff responsibility. (See paragraph titled Correspondence.) This authority may be redelegated to lower supervisory levels.

(4) The Chiefs, Assessment and Evaluation Staff, Plans and Policy Staff.

The Chiefs of these Staff elements are delegated final action authority in the processing and resolution of routine or recurring actions pertinent to the functional responsibilities assigned to their particular element, including but not limited to the following general situations and operations not otherwise reserved for action by the DTR:

(a) Matters pertaining to the internal administration of the Staff within the scope of its approved functional responsibilities, including personnel administration, compliance with applicable budgetary and strength controls, control of processing operations, compliance with performance standards, etc.

(b) Conduct of the routine activities of the Staff and the accomplishment of projects assigned by the DTR, and necessary liaison and coordination with other elements of OTR and Agency components in the performance of such activities.

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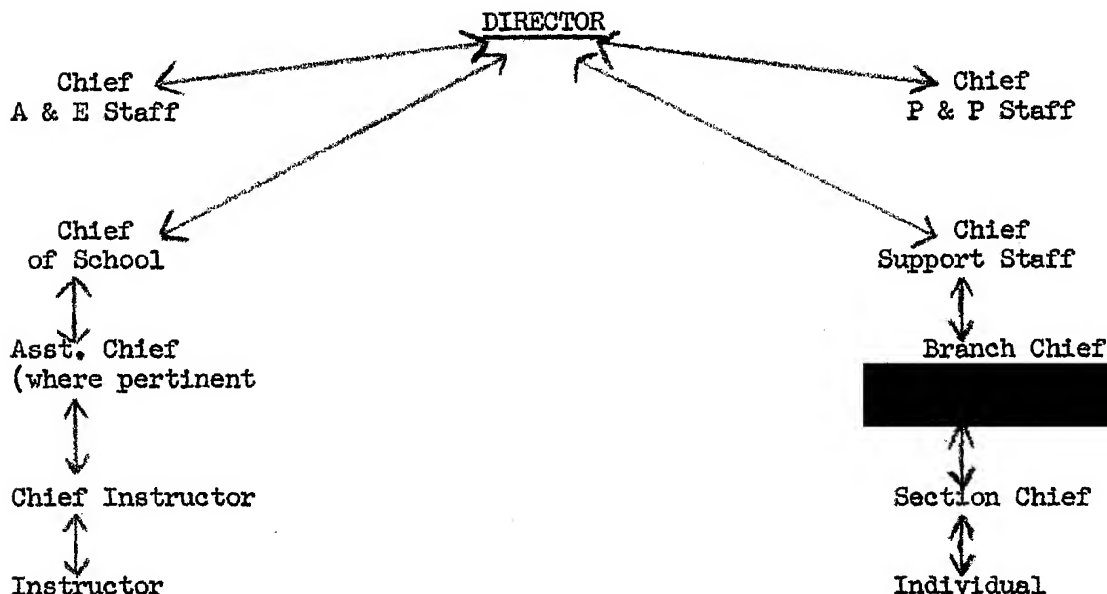
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(c) Sign for the Office of Training all correspondence concerning routine or recurring matters within the scope of the Staff responsibility. (See paragraph titled Correspondence.) No part of this authority may be redelegated. These elements receive their command direction from the DTR and have no command authority over any other elements of OTR.

3. Command Channels.

a. In order that all delegations of authority may be effective, it is imperative that, (1) all directives, orders or action instructions given by a higher echelon in OTR to a lower echelon be issued through, and confined to, approved channels and that (2) all compliance action in connection with such directives, and all routine actions requiring processing to higher echelons, be processed upward through channels. Supervisory personnel at all levels will be responsible for strict compliance with these basic principles.

b. Approved channels, as reflected in the organization chart, are:



NOTE: In this structure all command responsibility is vested in the DTR so far as the major elements of OTR are concerned. Relationships among the five secondary command level elements and between these elements and the Assessment and Evaluation and Plans and Policy Staffs are on the basis of coordination, cooperation and correlation in matters of mutual interest, with the DTR responsible for corrective action in any instances of failure on the part of any responsible officer.

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4. Correspondence.

a. Correspondence of all types initiated in the subordinate elements of OTR, if addressed to a recipient outside the OTR structure, for signing by anyone other than the DTR in accordance with the delegations of authority announced herein, will carry the by-line, "For the Director of Training" and the signature and title of the person authorized to sign.

b. Correspondence of all types, if concerning subjects on which the DTR has reserved to himself the action authority, will be prepared for the signature of the Director of Training. File copies of such correspondence will be initialed by the person who originated the document, and by the Chief of the appropriate major OTR element, to indicate concurrence in the matter.

5. Routing of Incoming Correspondence.

a. Implementation of this proposal will make it necessary to readjust the distribution of incoming correspondence so that, based on subject matter, distribution will be to the Chief of the element having primary interest. Such Chief will be responsible for determining whether the matter is of a routine nature, subject to his own resolution action, or whether it is of a character and importance level requiring action on the part of the DTR. In the latter instance, the appropriate element will perform any indicated staff work, prepare drafts of any proposed replies, develop any background material necessary and forward the case to the DTR.

6. Weekly Activity Reports.

a. The operation of this plan will tend to isolate the DTR from personal contact with routine operations. The Weekly Activities Reports will assume added importance. Chiefs of the major elements will exercise discretion in the selection and presentation, not only of the primary items, but also of those routine matters of which the DTR should be knowledgeable. Reports will be reviewed before submission to assure concise presentations of subject material. Elaborations, if required by the DTR, will be made the subject of later memoranda.

7. Implementation.

a. Implementation of the foregoing is the responsibility of the Chiefs in the secondary level of command, and the Chiefs of the Plans and Policy Staff and the Assessment and Evaluation Staff, as it applies to their particular elements.

b. The OTR Executive Officer will be responsible for resolving questions concerning interpretations, limitations and application to local situations, and for necessary adjustments to the incoming correspondence routing procedures.

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